

APPRENTICESHIP. YOUTH.  
WORK. SKILLS. JOBS. MEDIA.  
GLOBAL. YOUTH. GENDER.  
SMEs. DIVERSITY. YOUTH.  
VOCATION. DATA. BENEFITS.  
EMPLOYER. GLOBAL. NEEDS.  
IMPACT. ECOSYSTEM. STAFF.  
SUCCESS. GLOBAL. ACCESS.  
INCLUSION. VOCATIONAL.  
MARKETING OCCUPATIONS.  
COMPANIES OPPORTUNITY.  
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# GAN ANNUAL REPORT OCT 2017 - NOV 2018

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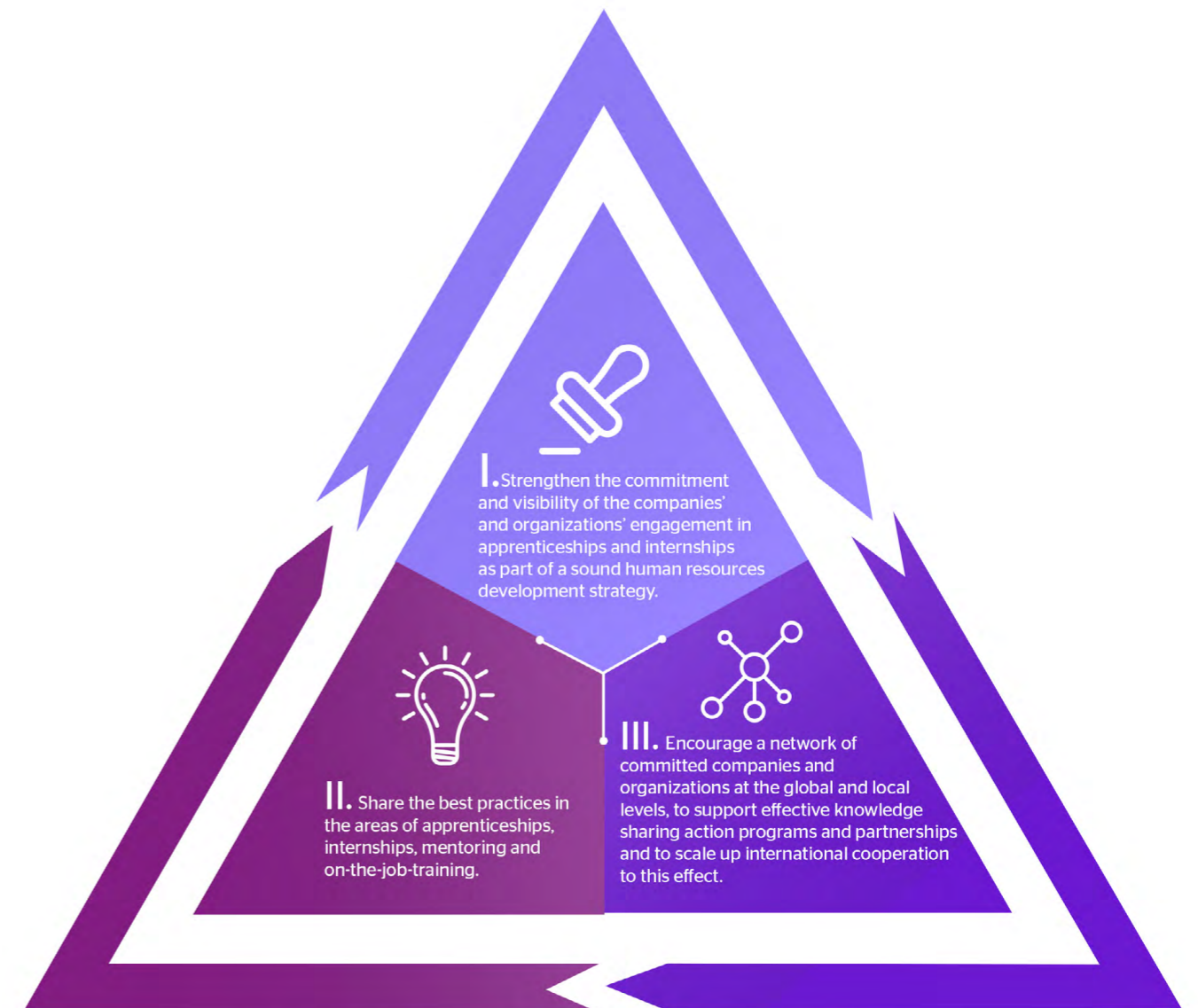
01

# MISSION & PRINCIPLES



# MISSION & PRINCIPLES

**T**he GAN is a business-driven alliance with the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth - notably through apprenticeships. The GAN is a network where private sector companies, business federations and associations come together to share best practices, to advocate and to commit to action around youth employability and skills development. The initiative is driven by business leaders, who use this global platform to promote apprenticeship and internship programmes worldwide. They reach out in their respective countries and industries to mitigate the youth unemployment and skills mismatch crises. At the same time they strengthen their companies' competitive strategies by investing in their workforces.



02

**MESSAGES  
FROM CHAIR  
& EXECUTIVE  
DIRECTOR**



# Letter from the GAN Chair



Dear GAN Members and Friends,

In 2018, we continued to create opportunities and build momentum by expanding apprenticeship and work readiness programmes in several countries and industries, and we took centre stage at the highest level of the policy debate. When I started as Chair in January 2016, we were active in five countries. Today, I am proud to say that we have 14 local networks, spanning four continents with 244 associated companies.

We estimate that pledges made by GAN members will positively impact more than nine million young people through to 2020. We are aiming even higher by inviting more business leaders to join our movement and to take up our 20 x 20 x 20 GAN Challenge - to offer 20 million opportunities for youth, through 20 GAN Networks and 20 GAN Board Members.

We will continue to tackle the challenge of youth employment and the development of talent to meet future needs for skills. All young people should have a clear pathway into work, in every corner of the globe. In a world facing momentous change, further accentuated by ongoing technological disruption, the reality is that we need to adapt, and to be flexible and open to various forms of work, keeping in mind the important contribution that young people make to the world of work.

A strong ecosystem for work, where both education and employment policies foster technical and vocational skills through work-based training opportunities, will allow youngsters to thrive in today's and tomorrow's workforces. Where such ecosystems do exist, the results speak loud and clear. The 2018 Global Talent Competitiveness Index, published by the Adecco Group, Tata Communications and INSEAD, has identified the most critical resource for national competitiveness as diversity.

This year's GAN Annual Report catalogues only some of our achievements as a business-led coalition and a catalyst of multi-stakeholder dialogue. We can be justly proud of having laid the foundations for the establishment of further GAN Networks in the near future. One such example is the launch of networks in France and Belgium in September 2017 and June 2018, respectively.

These networks are breaking new ground as they were initiated, and are led, by companies - the Adecco Group France and the Adecco Group Belgium being the latest examples. As we explore innovative models and partnerships to promote and expand work readiness programmes, I urge all to continue supporting our "Global Apprenticeship Movement". It is our commitment to provide young people with the means to learn and find decent jobs where they can make a positive impact in the world.

The GAN is in a strategic position to bring together some of the world's largest employers at global level, as well as small and medium sized enterprises at national level, with key policymakers and social partners to seek solutions to the youth employment crisis. Its purpose to connect youth with opportunities has never been so essential, and it is this drive that will ensure our success in boosting Skills for Business and Jobs for Youth.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'AD', written over a white background.

**Alain Dehaze**  
GAN Chair and CEO of The Adecco Group  
Connect with me on [Twitter](#) and [LinkedIn](#)

# Letter from the Executive Director



Dear Supporters, Partners, Friends,

Reflecting on our highlights and achievements over the past year, we have together accomplished some impressive results. Since our inception as a call to action from G20 countries and B20 business leaders, we maintained our role as a catalyst in influencing legislation on apprenticeship in Europe and Africa and we are working on influencing policy in Latin America and Asia. We continue to embark on our 20 x 20 x 20 Challenge of 20 million opportunities for youth, 20 GAN National Networks and 20 GAN Board members by 2020. All over the globe, we are advancing the agenda of employer engagement in education, skilling and upskilling. After nearly five years, we realize we have sold the concept of apprenticeships, but we have yet to have employers buy into implementing apprenticeship programs. We still have work to do to get to scale and the role of intermediaries, financing models and curriculum design remain a challenge. To this end, sharing of best practices and advocacy remain an essential component of the work we do on a day to day basis.

As a network, partnership and collaboration with other organizations - companies, employers, businesses and international organisations, governments - are part of our DNA.

Over the past year, the GAN together with our partners have reviewed the socio-economic and political environment and are questioning what our role may be in the next five years. We have examined key trends in the world of work, demographics and disruption in education with the intention of defining how these may affect the thematic areas of the GAN, particularly in the context of AI, digitalization and robotics. At this year's GAN Board Meeting, we will discuss our strategic direction for the next five years, which will build on current goals and further define our unique value proposition, given the fast-changing environment of the world of work and technology. The good news for the GAN is that our mission is more relevant than ever before, and employer engagement in shaping education and work readiness programmes, has never been so evident.

Driven by demand from countries convinced of the Global Apprenticeship Movement, we have thus far, launched 14 GAN Networks, spanning four continents and reaching more than 244 companies. We are present in Turkey, Spain, Belgium, France, Indonesia, Argentina, Costa Rica, Colombia, Mexico, Malawi, Tanzania, Kenya, Sri Lanka and Bangladesh. Additional GAN Networks are planned in Australia, Guatemala and South Africa. The timing of many of these networks is not coincidental - at a time when new administrations are pushing for reform for employer-friendly policies that enable and facilitate more work-readiness and work-based learning programmes, such as apprenticeships. We realize that we cannot be everywhere therefore, we are looking at new models such as virtual networks with optimum use of technology.

Throughout the year we were honored to be on the global stage with partners such as WEF, Aspen Institute, G20/B20 and the World Innovation Summit for Education (WISE). In the next year we will run our global campaign #SkillingNow, which will mark our fifth-year anniversary by engaging countries, companies and youth through storytelling and sharing of best practices on apprenticeship systems, reskilling and upskilling programs.

We thank all of you who have supported our efforts and hope that this fourth annual report, marking our fifth year of existence, will enlighten you on our collaborative achievements.

Best regards,

A handwritten signature in black ink that reads "Shea Gopaul". The signature is written in a cursive, flowing style.

**Shea Gopaul**  
**GAN Executive Director**

Connect with me on [Twitter](#) and [LinkedIn](#)

03

# TRENDS & OPPORTUNITIES



The future of work is unravelling today. We are undergoing the most massive, disruptive revolution, where Artificial Intelligence (AI), automation, demographic changes, globalisation and other rapid social changes are combining to transform businesses and consequently, the skills required for the future of work. Whereas AI and globalisation represent liberating and exciting opportunities for industry, innovation and technology can nonetheless create uncertainties and marginalize the workforce. Although business environments have always evolved, the depth and the profoundness of change has never been so rapid, therefore requiring a concerted effort by all stakeholders to address the skills challenge.

Underlying all these profound changes is the fundamental question - what skills will be required of the future workforce? Could

apprenticeships be a solution to help business and people build those skills?

We attest to the fast-growing trend of apprenticeships expanding beyond traditional sectors and increasingly into services or, the knowledge-based economy. Our membership base is extending beyond manufacturing industries and embracing other sectors such as hospitality, banking, insurance and IT. Our everyday interactions with our members and partners reinforce the idea that adapting to these profound changes can be attained only through public-private partnerships, involving stakeholders representing government, civil society, enterprises, educational institutions and social partners. The issues that our members and partners grapple with in this ever-changing, mercurial context include the following:

## How does apprenticeship fit in today's world?

Can the apprenticeship model work for life-long learning? To upskill older workers? Or, do we need new models?

How should apprenticeships be financed? Who pays?

Are university degrees necessary for some jobs that traditionally require them? Shouldn't we focus more on skills and not degrees?

What is the role of STEM education vs human skills?

With online tools and digital technology, do apprenticeships need to be so long for all professions?

We do not have a one-size-fits all approach to these issues, which vary amongst countries and sectors.

Working together in partnership with our stakeholders, we are finding tailored solutions to fit individual, national contexts.

The one dynamic that stays constant when navigating these issues, is our unique approach of multi-stakeholder dialogue, through public-private partnership.

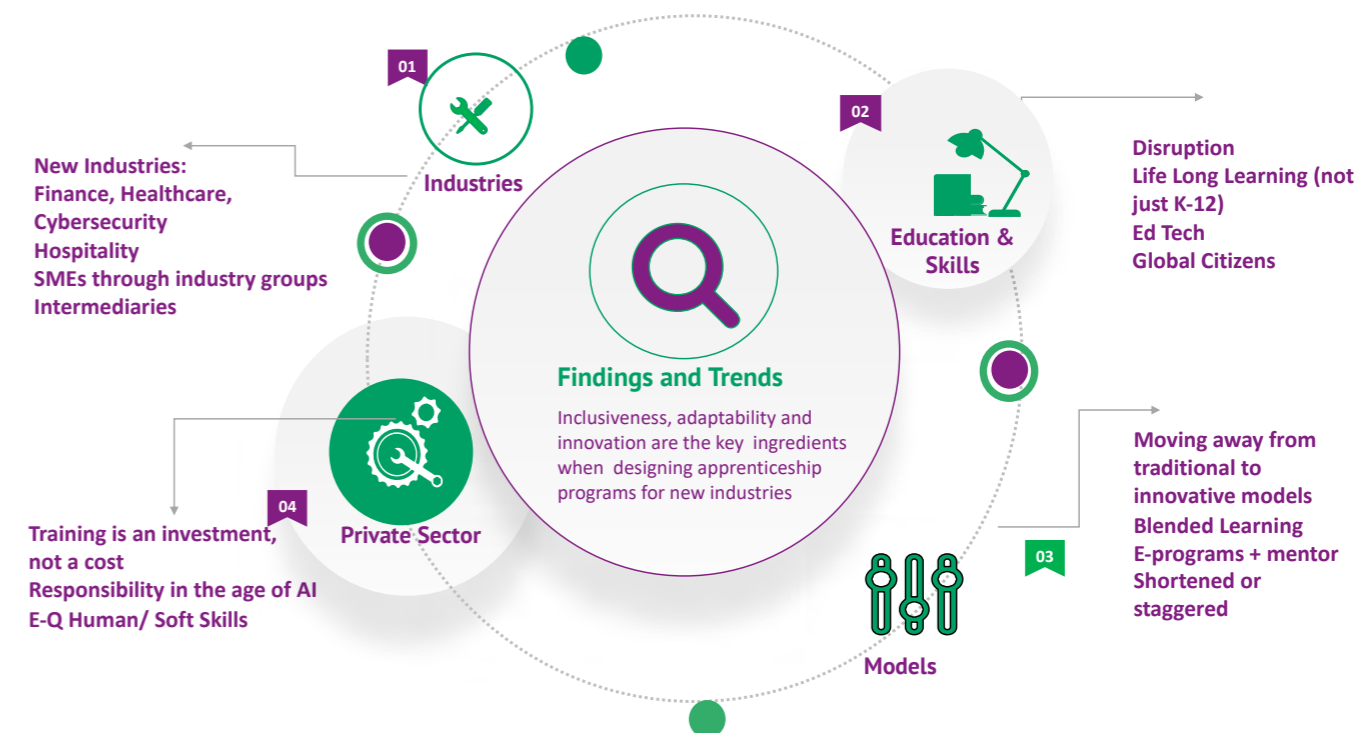


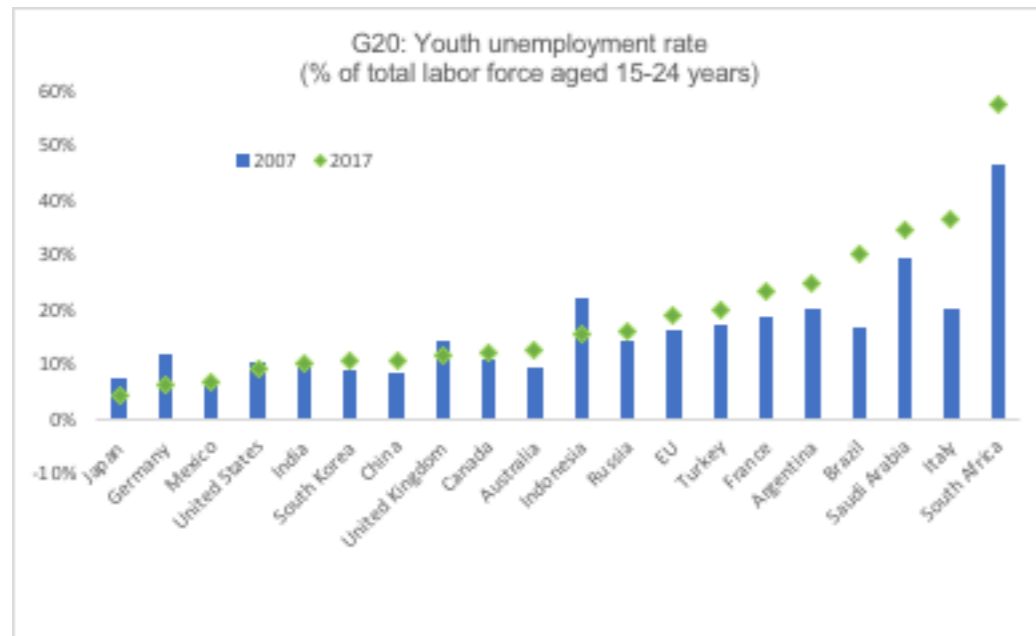
Fig. 1. Findings and Trends

Inclusiveness, adaptability and innovation are the key ingredients when designing apprenticeship programs for new industries. To propel workforces into the future, companies must be able to adapt and build relevant skills. Without this, the current and future workers risk marginalisation.

The so-called “skills gap” between employer needs and current workforce skills is widening, with much of this due to misalignment between the workplace and current educational programs. In the UK for example, over-qualified graduates are working in jobs that do not require a degree, creating a saturation point where graduates outnumber the creation of high-skilled jobs, according to a report recently commissioned by the [Chartered Institute of Personnel and Development](#) (CIPD). Although the skills gap and

youth bulge in emerging economies issues are the main raison d’être of the GAN’s inception, with the dizzying pace of AI, automation and technology, the GAN is closely following and responding to employer needs going beyond apprenticeship and work readiness programs, such as programs that focus on reskilling, upskilling and employer-driven education.

The last five years of the GAN have been marked by commitments and initiatives by our members to address the skills gap issue. What remains clear is the need to continue advocacy on how apprenticeships and work-readiness programmes generate useful skills, and how they can be viable pathways to meaningful jobs. According to the table below, presented at this year’s B20, in Argentina, youth unemployment rates are rising in many G20 countries.



**Fig.2. Youth Unemployment in G20 countries**

Source: World Bank Data, sourced from Haver Analytics, and International Labor Organization, ILOSTAT database, May 2018

As an outcome of the G20/B20 collaboration, the GAN is an example of how constructive partnerships and commitment between the public and private sector are essential to implement changes - by garnering commitments from the private sector, supporting employer-friendly policies from governments, and as active proponents of apprenticeship and work readiness programs to the general public. From our engagement in global platforms from the World Economic Forum (WEF) to the International Labour Organization (ILO), we have learned two key elements - that the impact of technological change is profound and that the risk for marginalization for youth and other vulnerable groups is even greater.

Therefore, the need for social partnerships and dialogue between industry and government is essential. And, we cannot have more opportunities for youth and vulnerable groups without the commitment from companies to invest in sustainable employment opportunities, through work-readiness and work-based learning programmes, including apprenticeships.

We recognise that significant entry barriers to apprenticeships and work-readiness programmes still exist in many countries such as legislation and a lack of incentives for companies. Notwithstanding this challenge, digitalization and evolution of online tools present exciting opportunities for employers to engage in innovative models of training programmes such as remote apprenticeships. The GAN has been working to combine and share best practices on these models in the near future, especially those that cater to vulnerable groups. Although employers and industry leaders have reiterated the 4Cs (critical thinking, communication, collaboration, and creativity) as essential to the future of work, a huge gap remains on how to make work-readiness programmes accessible to vulnerable groups.

Society is demanding that companies, both public and private, serve a social purpose, [...] and to prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.

**Laurence D. Fink** (Larry Fink) - Blackrock CEO

The dilemma for education is that the kinds of things that are easy to teach have now become easy to digitize and automate. The modern world does not reward us just for what we know - Google knows everything - but for what we can do with what we know.

**Andreas Schleicher**, Director for Education and Skills, and Special Advisor on Education Policy to the Secretary-General, OECD

The biggest challenge of the 21st century is to include and create decent jobs for the youth - men and women. Especially in the LDCs.

**Aranca Gonzalez**, Executive Director, International Trade Centre (ITC)

04

**ACHIEVEMENTS  
THROUGH  
MEMBERS &  
NETWORKS**

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**G**AN Member Companies and Partners are leading the change to actively overcome barriers to youth employment, such as social stigma, the skills gap and a myriad of other challenges linked to the future of work. GAN Global has been actively involved throughout the year in advocating at international fora, online and physical, for employer engagement and employer-driven education and training. This year has been particularly eventful, considering the depth and outreach of several of these platforms and engagements. From the WEF's Annual General meeting in Davos in January 2018, to the G20/B20 discussions in Buenos Aires in October 2018, to GAN network launches spanning all over the globe – the GAN's brand and work is gaining recognition. We also worked hard towards building partnerships and increasing resources for our GAN networks. Many of our member companies spoke at these events and shared best practices.

One challenge that remains at the forefront for most of our networks and member companies however, is the stigma associated around apprenticeships. To mark our upcoming fifth year anniversary, we are launching a joint campaign with our members and partners to raise awareness about the power of innovative apprenticeships as a pathway to a viable career and a way for business to build a talent pipeline. Over the past year we began the groundwork on coordinating joint messages with members and partners, thanks to the generous support of our Board member company, Accenture, who seconded a Digital Solutions Architect to conceptualize, implement and launch the global campaign. Numerous workshops, webinars and discussions took place with networks and partners on how best to get the message out there that Apprenticeships Work! A playbook<sup>1</sup> has been developed for stakeholders to align key messages when organizing events, posting social media content, and submitting videos or photos of real apprentice experiences: <https://www.gan-global.org/playbook>.

## Thinking Globally, Acting Locally

Conceived from G20 and B20 government and business leaders, the GAN started as a global platform. However, we are conscious of the fact that our collective impact can only be achieved on the ground. We view our GAN Networks and member companies as the key enablers linked directly to connecting youth with apprenticeship and work-based learning opportunities that can lead to economic opportunities and solid career pathways.

GAN Networks root the GAN concept in individual member countries and reflect the distinct local cultural and institutional context. The GAN Networks create work-readiness and work-based learning opportunities by inspiring companies to make commitments; organizing apprenticeship days and workshops; recognizing companies for their progress in creating economic opportunities for youth; developing toolkits; and influencing public policies.

To support cross-pollination and facilitate peer-to-peer learning among the GAN networks, we hosted numerous meetings, workshops and webinars for networks to share what they are doing and learn from others. As we are an agile organization and adapt to new challenges and opportunities; we are reviewing and improving our models and ways of working as we go along. We set up a closed Facebook group for all of the GAN Networks, where updated materials are available to the Networks: <https://www.facebook.com/groups/gangnn/>. GAN Global initiated periodic webinars with our networks on topics of interest to them including fundraising, governance, membership drives, policy change.

## Embracing diversity

After launching in fourteen countries spanning four continents, we have learned there is no one-size fits all approach. Understanding and adapting to the local circumstances is critical for success. Getting key committed partners around the table has been critical. Every country struggles in its own way with youth

<sup>1</sup> Several webinars with networks and members have been running throughout the year to guide stakeholders on how to implement the campaign at both the global and local levels. For access to the recordings, please contact the GAN Global Secretariat at : [info@gan-global.org](mailto:info@gan-global.org)

employment, skills mismatch and re-skilling of workers, especially in the context of Industry 4.0. To fast-track action by our networks, we began in 2018 tailoring the standard Memorandum of Understandings (MoU)s with our new networks to address their individual local priorities, capacity and national context. The following are some of the key elements GAN Global discusses with networks in start up mode:

- Decide on its structure, governance, staffing and legal form
- Decide on its funding model in a collaborative way with GAN Global that benefits both parties
- Secure funding and in-kind resources to ensure its sustainability
- Provide an annual work plan and sustainability plan to the GAN Global each year by 31 January
- Actively participate in follow-up activities (through calls, webinars, digital platform and in-person meetings when possible) and events
- Report on activities each quarter and on KPIs every 6 months (June and December of each year)
- Actively communicate on GAN Global's and GAN Network activities, respecting the implementation and the use of corporate identity, website and social media and measure visibility
- Ensure that GAN Global members that operate in their country are also part of the GAN Network where they are operating

Traditionally, our networks have been led and hosted by business and employer organizations, given our close partnership with the International Organisation of Employers (IOE). We now have companies, governments and international organizations leading some of our networks in France, Belgium and Bangladesh. Other networks that have been established are also considering new models to sustain their networks, e.g. Argentina, Costa Rica and Kenya.

## A blueprint for action

To support action by GAN networks, we developed a step-by-step guide<sup>2</sup> outlining the conditions and steps needed to set-up a viable network and leverage multi-stakeholder engagement to foster an enabling environment for work-based learning programmes. The detailed guide also describes how to develop a work plan and contains several case study examples based on experiences of current GAN networks.

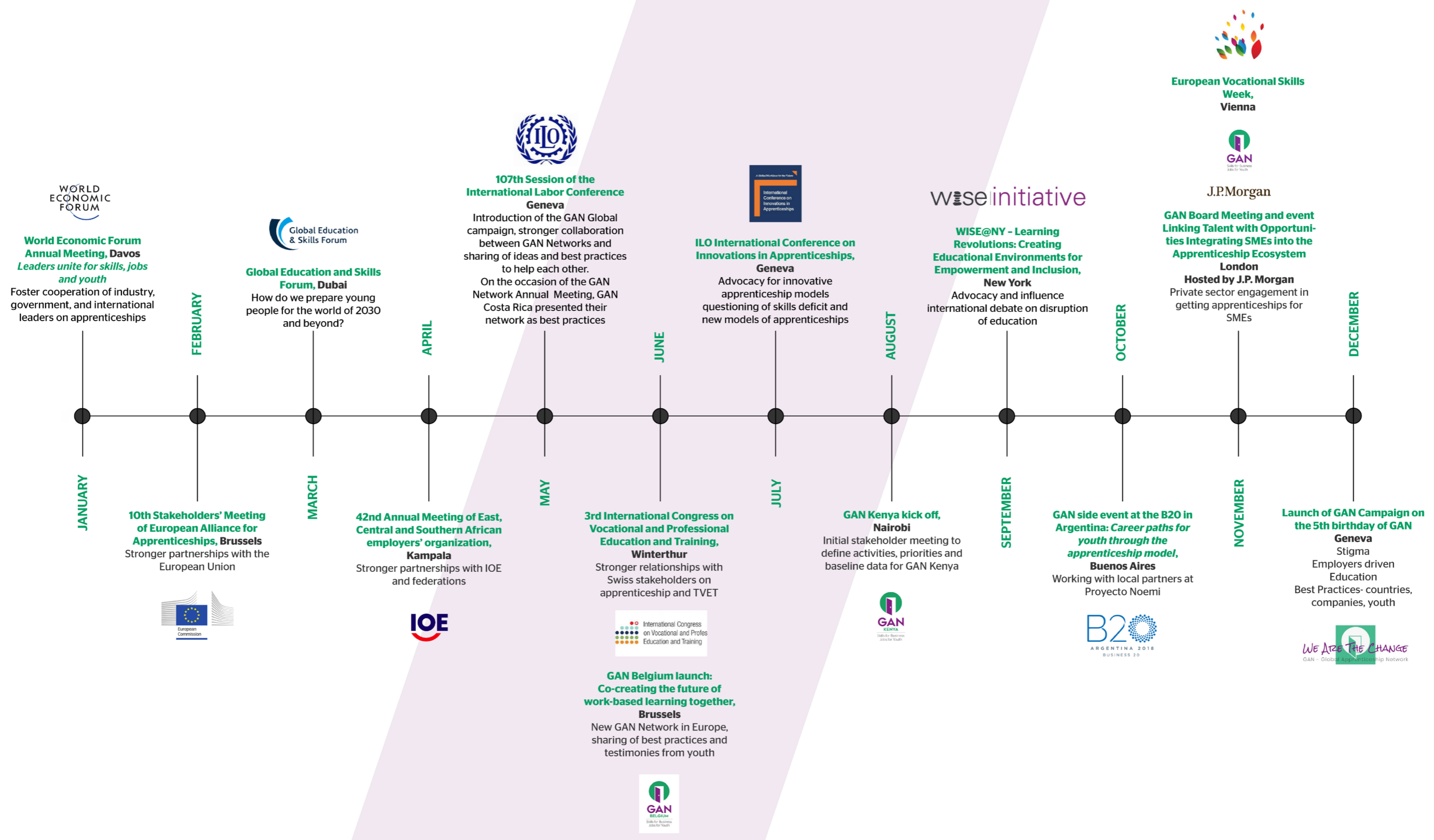
## GAN Networks Strengthening Regional Alliances

GAN's largest concentration of networks is in Latin America, thanks to the generous trust and support of the ILO and US Department of Labor (USDOL). We have been encouraging our networks to engage in peer-to-peer sharing and while we believe regional hubs could be a solution for efficient management of the networks, we have yet to mobilize resources for this activity. As a global organization, we have also been involved in cross-regional facilitation. In October we released an instructive manual "Jobs Now" on the Swiss apprenticeships model, given our large concentration of Swiss multinational companies, and how the Swiss model has inspired and assisted our US based employers in ensuring a skilled workforce. We are encouraging our networks to work with Chambers of Commences of Germany and Switzerland to do similar best practice playbooks to showcase how these countries and companies duplicate the German and Swiss models in other countries. We have found three essential ingredients based on our experiences globally holds true for US based employers as well as other countries : the importance of involvement from key partners and stakeholders from the very beginning; the need for buy-in within companies; and ensuring simple registration and definitions for employers.

"Apprenticeships are the oldest form of public private partnerships [...] they seem to have skipped some generations - good to see they are back".

Guy Ryder

<sup>2</sup> For this toolkit, please contact the GAN Global Secretariat at : [info@gan-global.org](mailto:info@gan-global.org)



05

# GAN NETWORKS



# GAN Networks as a path for Youth Employment

In September 2016, the US Department of Labor (USDOL)<sup>1</sup> awarded the GAN with a grant to “Promote Apprenticeships as a Path for Youth Employment in Argentina, Costa Rica and Kenya through GAN National Networks”. The objective is to advocate for work-based programs, especially targeting vulnerable and marginalized youth, and girls. This innovative project has given the GAN the opportunity to test new models and develop systems, playbooks, campaigns, sustainability plans for networks and legislative analysis to convince employers of the merits of apprenticeships. We launched our new playbook for our campaign in Argentina in October. We will launch our #skills4Now campaign in Costa Rica in January 2019 where we will through storytelling and discussions have video competitions, webinars, panels, TV and promotional activities.

<sup>1</sup> Funding is provided by the USDOL under cooperative agreement number IL-29557-16-75-K1. This material does not necessarily reflect the views or policies on the USDOL, nor does mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

## GAN KENYA

2018 Kicked off on 31 August

To be launched in 2019

### FOCUS AREAS

1. Share and promote best practices on work-readiness programs.
2. Facilitate multi-stakeholder dialogue.

### MULTI-STAKEHOLDER DIALOGUE

**15 March 2018** - Jacqueline Mugo, Executive Director of the Federation of Kenya's Employers (FKE) contributed to the ideation phase of the GAN's Global Campaign during the Governing Body of the International Labor Conference. She participated in the group discussions and provided inputs from Kenya's context.

**31 August 2018** - GAN Kenya held its first kick-off event before the official launch, with opening remarks from the Executive Director of FKE, the Ministry of Education and more than 30 companies, NGOs, and foundations. ILO Kenya shared inputs on the Better Utilization of Skills for Youth (BUSY) project and how this can feed into GAN Kenya's future work plan. Best

practices were shared from local initiatives (the Moringa School and the African Management Initiative). Group discussions were organized in the second part of the event to understand how GAN Kenya could help the private sector overcome challenges in implementing work-readiness programs. We are looking at an innovative model of working with partners on the ground for this network.

### TOOLKITS

A pre-situational survey is currently being conducted and will be published beginning of 2019.

### EVENTS

GAN Kenya will be officially launched in 2019. Hosted by the [Federation of Kenya Employers](#), and thanks to the generous support of the United States Department of Labor (USDOL), in partnership with the [ILO](#).

# GAN ARGENTINA

Launched in December **2015**

**18.3%** youth unemployment rate

**42** members

## FOCUS AREAS

1. Share and promote best practices on work-readiness programmes.
2. Influence legislation and public policies on youth employment, at the local level
3. Develop a proposal to modernize the education curriculum.

## MULTI-STAKEHOLDER DIALOGUE

**April-July 2018** - Since the inception of the GAN, legislation remains a critical issue and challenge for the employers. The Union Industrial Argentina (UIA), through its social protection and education programs, has been in ongoing discussions with the government on potential legislation for WBL, school-to-work transition and promotion of youth employment. While very important, the legislation proposal did not pass.

**22 March 2018** - the UIA and the Industrial Union of Buenos Aires (UIPBA) co-organized a technical workshop on work-readiness

programs. The Provincial Council on Education and Labor presented the Resolution 2343/7 which creates a framework of work-readiness programmes in the country. A digital platform that registers organizations/companies offering work-readiness programmes has been presented.

**18 June 2018** - GAN Argentina participated in the workshop on the USDOL-financed initiative [SafeYouth@Work](#), organized by the ILO in Argentina. The intention is to collaborate to create safer work places for youth in Argentina.

**4 July 2018** - GAN Argentina and the German-Argentina Chamber of Commerce, a member of GAN Argentina, organized the Third Summit on Capabilities ([Cumbre CapacitAR](#)). Siemens and Famiq Aceros received an award for training the first girls in mechatronics and mechanics through work-readiness programmes.

**4 October 2018** - The GAN, GAN Argentina and the Noemi Project co-organized a high-level

gender side-event, during the [B20 Summit](#) in Buenos Aires to advocate for integrating vulnerable youth and girls into the labor market through work-readiness programmes. The GAN Awareness Campaign and its playbook were presented with the purpose of testing it in Argentina and getting feedback and input from stakeholders. During the panel session, QuickSilver, a local hospitality association and Nestlé shared best practices on gender inclusion in the labor market, and a female youth representative from Shell shared her experience as an apprentice, in a dominantly male industry.

## BEST PRACTICES

**July-October 2018** - GAN Global, GAN Argentina and Proyecto Noemi ran an awareness campaign with testimonials of companies and key stakeholders on WRPs and integration of disadvantaged youth and women. Interview on fair transitions will be showcased during the GAN B20 side-event in October 2018.



#GAN presente en #CumbreCapacitAR 2018, gracias @ahkargentina!

## EVENTS

Following the B20 side-event and various follow-up meetings, GAN Argentina is planning to collaborate with companies to run pilot programs of girls integration and industry 4.0. impact on skills and jobs. The results will be collected and possibly compiled in a gender-specific publication.



## TOOLKITS

**April 2018** - release of a [Catalogue](#) of Best Practices, containing 13 initiatives on youth unemployment, gender and marginalized youth inclusion and skills-building programs.

Finalising pre-situational and regional assessments.

Hosted by the [Union Industrial Argentina \(UIA\)](#), and thanks to the generous support of the United States Department of Labor (USDOL), in partnership with the [Proyecto NOEMI](#)

# GAN COSTA RICA

Launched in December **2017**

**20.6%** youth unemployment rate

**14** members

## FOCUS AREAS

1. Facilitate the exchange of best practices and knowledge between companies, employers' federations and administrations.
2. Raise the status of apprenticeships and advocate for work-readiness programmes.
3. Contribute to the reduction of obstacles faced by employers to increase apprenticeships opportunities.
4. Promote work-readiness programmes at national and local levels.
5. Bring visibility and recognition to companies committed to create opportunities for youth and partner with other companies.
6. Participate in multisectoral dialogue focused on training and labor insertion.

## MULTI-STAKEHOLDER DIALOGUE

**16 February 2018** - GAN Costa Rica presented to their members their idea of organising a consultation process "Conversatorios" to influence legislation with the new

administration. Companies, such as IBM and Nestlé, shared best practices around apprenticeships. In addition, two representatives of the Comité Coordinadora de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (CACIF), the future hosting organization of GAN Guatemala, had the opportunity to learn from GAN Costa Rica.

**13 March 2018** - GAN Costa Rica organised consultations "Conversatorio" with youth and employers to provide inputs for legislation on education. The dialogue was used to shape policy proposals on education reform, and insertion programs for youth. On the same day, they also had the opportunity to present their activities to the Presidential Council of Innovation and Human Talent, chaired by the Vice-President of the Government.

**31 May 2018** - GAN Costa Rica had the opportunity to present their activities and achievements at the Employers' Group Meeting during the International Labor Conference.

**05 June 2018** - GAN Costa Rica with other Latin America GAN Networks met with Nestlé to discuss and develop a common strategy of our member's engagement in the region. On the same day, GAN Costa Rica participated in the GNN Annual Meeting, and shared their experience in establishing a GAN Network, and exchanged ideas with other networks.

**22 August 2018** - GAN Costa Rica participated in a panel, organized by the Alliance for Bilingualism, an organization led by the Ministry of Public Education and the Ministry of Employment, to promote the mastery of English for labor market insertion. GAN Costa Rica stressed the importance of skills, especially languages, that add values to employees and youth.

## EVENTS

A second "Conversatorio" to share the results of the first workshop of March 2018 will be held in **October 2018**.

Continuamos en la búsqueda de fomentar buenas prácticas y disminuir el desempleo juvenil. Nos reunimos en Suiza con la coordinadora de Nestlé para Latinoamérica Marta Uribe, OIT y diferentes miembros de GAN alrededor del [@Gan4youth](#) [@Uccaep](#) [@AEDCostaRica](#) [#wearethechange](#)

GAN Costa Rica participó en la Conferencia Internacional del Trabajo de la #OIT. Se expuso los retos que tiene nuestro país para reducir las cifras de desempleo en los jóvenes que ronda el 27%. Participaron más de 183 países. [@GANCostaRica](#) [GAN4Youth](#) [#WeAreTheChange](#)

## BEST PRACTICES

[Video](#) presenting the Instituto Vargas Matamoros' approach to WRPs.

## TOOLKITS

Pulso Empresarial, a survey on companies, was conducted in April 2018, with input from 414 companies.



“ GAN is also an alliance to identify the challenges of the future of work for the youth, to close the gap between the demand for talent from the companies and the tools that youth acquire. ”

**Manuel Zúñiga**, President of the Business Alliance for Development

Hosted by [Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado](#) (UCCAEP), and thanks to the generous support of the United States Department of Labor (USDOL), in partnership with Fundación Paniamor

# GAN BANGLADESH

Launched in September **2018**

**12.8%** youth unemployment rate

**350+** formal industries and

**27,000+** apprentices both in formal and informal sector.

## FOCUS AREAS

1. Leverage all the relevant programmes to set up a strong global apprenticeship network.
2. Raise awareness on apprenticeship programmes and their value.
3. Strengthen the commitment and visibility of Bangladeshi companies' and organisations' engagement in apprenticeships and internships as part of a sound human capital development strategy.
4. Collaborate in applying co-creation strategies for re-designing and strengthening apprenticeships programmes throughout the country as the hubs for youth's growth, development and empowerment.
5. Share best practices in the areas of work-readiness programmes, mentoring and on-the-job training.
6. Encourage a network of committed companies and organizations to support

effective knowledge sharing action programmes and partnerships and to scale up international cooperation to this effect.

## MULTI-STAKEHOLDER DIALOGUE

Partnering with Access to Information (a2i)-innovate for all, a Government of Bangladesh run programme with technical support from the United Nations Development Programme (UNDP) and USAID. To achieve Vision 2021, declared by the Honorable Prime Minister towards emerging as a strong middle-income country, empowering citizens at home and abroad with 21st century skills is important. The a2i programme aims to improve quality, widen access and decentralize delivery of public services to ensure responsiveness and transparency, and focus on skills for employment to ensure decent employment for all and increase remittance per capita.

## OBJECTIVES

1. Invite 8000+ companies to join the Apprenticeship Management System.
2. GAN Bangladesh will include more sectors and expand the working area of apprenticeships. Currently apprenticeships are only in the following sectors: furniture, tourism & hospitality, leather and footwear, construction, agro-food.
3. Increase the number of apprenticeships from 15,000 in formal sectors to 30,000 by the end of 2018.
4. Onboard and orient different industry associations/federations regarding apprenticeship.

Today in Cox's Bazar: We are launching GAN Bangladesh together with [@a2i\\_bd](#) Why apprenticeships are effective tools in addressing youth unemployment and skills mismatch challenges? @ [UNDP4Youth](#) @UNDP @USAID @ICT @ [SouthSouth1](#) @UN\_Women @UNESCAP @ [Fayez\\_Ahmed](#) #Here4Youth

[Here4Youth](#) making a difference through the #GAN as #WeAreTheChange with @ [GANBangladesh](#) as our newest National Network @a2i\_bd @UNDP @UNDP4Youth @UNDP\_BD @UNESCAP@UN\_Women @ [PlanGlobal](#) @SouthSouth1@digitalbangla @ictdivision @USAID @USAIDBangladesh



“GAN Bangladesh will play a significant role to extend apprenticeship network between Bangladesh and other countries to share global knowledge and experience.”

**Md. Salim Reza**, Director General, Bureau of Manpower Employment and Training (BMET)

Hosted by [a2i - innovate for all](#)

# GAN COLOMBIA

Launched in May **2016**

**17.8%** youth unemployment rate

**34** members

## FOCUS AREAS

1. Position apprenticeships as a priority in the national agenda, influencing policy framework and rooting the GAN's concepts in the Colombian economic and cultural context.
2. Strengthen the education for work, i.e. tertiary education, dual training, soft skills trainings etc.
3. Design practical solutions for youth unemployment and sharing best practices on skills development.

## MULTI-STAKEHOLDER DIALOGUE

**18 October 2017** - GAN Colombia and the National Service of Apprenticeship (SENA) organized a soft skills workshop for its members.

**10 May 2018** - Accenture and Arcos Dorados, both members of GAN Colombia, participated in the [NEO Colombia project](#), which is an alliance committing to a million opportunities

for vulnerable youth, affected by armed conflict, through apprenticeships and training. This project is run by the NEO Allianz, which is an association of companies, governments and civil society, coordinated by the Family Compensation Fund.

**17 May 2018** - GAN Colombia hosted an event to present initiatives on youth employment, where the Corporate Iberoamerican University, officially became a member.

**28-29 June 2018** - Invited by Nestlé, GAN Colombia attended the [Pacific Alliance Youth Summit](#). The Summit emphasized the changes that the 4th Industrial Revolution will bring to the growing segment of millennials entering the labor market. Forty-one companies signed a pledge to create 30'000 job opportunities for youth by 2020 in the countries of the Pacific Alliance.

## TOOLKITS

In **2017**, GAN Colombia launched a digital apprenticeship platform connecting apprentices and employers.

In **August 2018**, GAN Colombia, inspired by The Adecco Group's CEO for one-month program, created its CEO for two months program, extending opportunities to youth to lead GAN Colombia.

## EVENTS

**Late Fall 2018** - a Regional GAN Network meeting will be held in Colombia, bringing together all networks, with GAN Colombia leading.

Es momento de convertirte en el próximo [#CEOFORTWOMONTHS](#) de nuestra Red! Ingresa a: <http://goo.gl/9MNUCc>

Fomentar el emprendimiento y la empleabilidad de los jóvenes es una preocupación que tienen los países de la Alianza del Pacífico. No es para menos, es una generación que se prepara para la llamada 'cuarta revolución industrial'.

## BEST PRACTICES

[Video "practicantes GAN Colombia"](#) Young share their experience as apprentices and how they have been enriched by this experience.



“ We are aware of the great challenges we face in terms of youth employment. It is important to create a better future for the youth and enable them to contribute to the social and economic progress of the country, for this reason, we actively support different initiatives in favor of youth employability in the country. ”

**Marcela Castillo**, Service Director of Adecco Colombia

Hosted by [National Business Association of Columbia \(ANDI\)](#)

# GAN FRANCE

Launched in September **2017**

**22.3%** youth unemployment rate

**13** members

**30,000** apprentices in **2019**



Apprentis et étudiants bénéficieront désormais des mêmes droits pour partir en [#ErasmusPro](#). Les Sénateurs ont voté l'une des propositions de [@JeanArthuis](#), lever le frein législatif à la mobilité longue des apprentis ! [#Apprentissage](#)

[@murielpenicaud](#) présente lors du déjeuner de lancement du [#GANFrance](#) avec les membres. [@chcatoir @ AdeccoGroupFR](#)

## BEST PRACTICES

Christophe Catoir, President of The Adecco Group in France, presents on a [video](#) the launch of GAN France.

### FOCUS AREAS

1. Relocate apprentices not hired by large companies to SMEs: each member of GAN should reclassify at least 25% of the non-hired apprentices (pool of skills created through apprenticeships) and other small companies.
2. Strengthen the appeal of apprenticeships and specific sectors: 10 000 potential apprenticeship opportunities (e.g. catering and cleaning) vacant due to lack of clarity and visibility of the sectors.
3. Modernize training tools, focusing on public-private partnerships to avoid loss of energy and resources: joint investment and organising apprenticeships by sector, linking them to the regions.
4. Allow international and multi-company training programmes based on an Erasmus apprenticeship model.

5. Design training programs in line with company needs: avoid restricting certain skills to specific professions and promote skills used in a variety of professions, allowing apprentices to be relevant in the future of the professions and creating the professions of the future.

### MULTI-STAKEHOLDER DIALOGUE

On **14 June 2018**, an event was hosted at Salesforce, who was recently voted as the top workplace in France. At this meeting, there was an emphasis on the important role that digital industries play in promoting apprenticeship, particularly with both Salesforce and Microsoft as members. As legislation is undergoing reforms to promote more apprenticeship offerings, GAN France is in tandem advocating to lift the stigma.

On **7 November 2018**, GAN France will actively participate in the National Apprenticeship Day and throughout the month, several campaigns will run in four cities (Lille, Nantes, Paris, Lyon). Activities will aim to foster constructive dialogue around existing and new work-based readiness programmes and to change the stigma around apprenticeship.



“Apprenticeship is not a side track but on the contrary, the royal road to employment for thousands of young people!”

**Marianne Thyssen**, Employment, Social Affairs, Skills and Labour Mobility EU Commissioner

Hosted by [The Adecco Group France](#)

# GAN INDONESIA

Launched in May **2015**

**15.6%** youth unemployment rate

**15** companies

## FOCUS AREAS

1. To raise awareness and understanding of apprenticeship in Indonesia.
2. To facilitate knowledge sharing of apprenticeship's experiences and practices.
3. To contribute to the improvement of apprenticeship regulatory framework in reducing the gap between knowledge generated in the educational system and the skills demanded by employers.

## MULTI-STAKEHOLDER DIALOGUE

The National Apprenticeship Movement launched in 2016 in cooperation with the Ministry of Manpower and the Indonesian Chambers of Commerce and Industry led to a total of 2,643 companies pledging to implement apprenticeships in their respective companies. As a coalition and in cooperation with local authorities, GAN Indonesia supported 254 companies in implementing

apprenticeships for 9,202 apprentices. GAN Indonesia developed Local Vocational Committees, resulting in 42 Master Trainers from 177 companies and training modules/materials for apprenticeships programmes.

## TOOLKITS

GAN Indonesia is currently developing training modules/materials for apprenticeships in basic skills manufacturing (design, molding, machining, trouble-shooting), mechanics for the automotive industry and in retail (cashiers, inventory keepers, etc.). A series of workshops on the importance of apprenticeships were held in a number of regions: Jakarta, West Java, Central Java, East Java, and East Kalimantan.

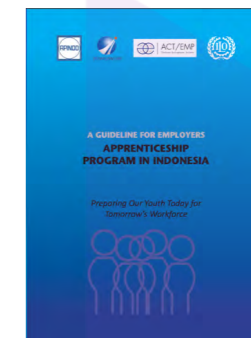
GAN Indonesia has published a book as a guidance for apprenticeships in the context of

adopting the national laws and regulations and since mid 2017, the network has been involved in a policy making process in the establishment of a Ministerial Decree on apprenticeships.

A new GNN is coming. Welcome GAN Sri Lanka!

I call AI "augmented intelligence," once blended with human input, will bring about "a deeper focus on innately human skills. Full @forbes article: <https://www.forbes.com/sites/joemckendrick/2018/01/25/artificial-intelligence-isnt-killing-jobs-its-killing-business-models/#3ad8981f5ea0...> #futureOfWork #AI @Adeccogroup #Robotics

## BEST PRACTICES



[A Guideline for Employers, Preparing Our Youth Today for Tomorrow's Workforce: Apprenticeship Programme in Indonesia](#)



[Field Assessment - Apprenticeship in Indonesia: Report on visits to companies in Balikpapan and Greater Jakarta](#)

Hosted by the [Indonesia Employers Association \(APINDO\)](#)

# GAN MALAWI

Launched in March **2017**

**8.0%** youth unemployment rate

**12** members

## FOCUS AREAS

1. Legislative efforts to raise the allowance allocated to apprentices.
2. Establishing sustainable partnerships for GAN Malawi activities.
3. Coordinate work-readiness programmes with universities.

## MULTI-STAKEHOLDER DIALOGUE

1. **3 April, 2018**- The Employers consultative Association of Malawi ECAM has trained small scale enterprises on mentorship as one way to increase apprentices uptake in their businesses. Speaking during the Mentorship capacity building workshop in Ntcheu ECAM Programs Officer Emmanuel Magomero said the workshop aimed to gain commitment from enterprises so they will be taking apprentices especially those that are withdrawn from or at risk of child labour. Magomero said giving the children necessary skills will help them to have

hope and a meaningful future as they will grow to help their families and the society. He added that upon their attachment at the enterprises ECAM orient the children on what is expected from them when they get into the workplace.

2. GAN Malawi was at the forefront in spearheading the legislation change to increase the allowance for apprentices from MWK 18,000 to MWK 30,000.
3. The national government requested support from GAN Malawi to coordinate its recent internship programme, facilitate the recruitment process of interns, by connecting applicants with companies.

## EVENTS

GAN Malawi is working together with the Technical, Entrepreneurial and Vocational Education and Training Authority (TEVET Authority) and the Malawi Confederation of Chambers of Commerce and Industry

(MCCCI) to create a skills forum.  
**15-18 October, 2017** - World Skills Conference in Abu Dhabi.



GAN Youth Ambassador Walusungu Chibwe shared her [insights](#) as a Trainee in Malawi.

Empowering SMEs on At-Risk Youth & Former Child Labourers, through Apprenticeship

We advocate for youth employment.  
[#LabourDay @GANMalawi](#)

## TOOLKITS



[Code of Good Practice for Employers: Work Readiness Programmes for Youth](#)



[Toolkit for Employers: Work Readiness Programmes for Youth](#)

Hosted by The Employers Consultative Association of Malawi (ECAM)

# GAN NAMIBIA

Launched in March **2018**

**44.9%** youth unemployment rate

**15** members

## FOCUS AREAS

1. Assisting with the selection and recruitment of apprentices and interns.
2. Assisting with placing new trainees into training institutions.
3. Promote the importance of apprenticeships and internships among employers, and the incentives from Namibia Training Authority (NTA).
4. Offer guidance and support to member companies regarding apprentices and interns.
5. Forge partnerships with other organisations who can offer services such as mentoring, training for financial literacy, or entrepreneurship to youth.

## MULTI-STAKEHOLDER DIALOGUE

1. Multi-stakeholder dialogue with the Namibia Training Authority (NTA) on the Incentives Pilot project and with the Office of the Prime Minister regarding the promotion of internships for university graduates.

2. GAN Namibia participation at the Y20 youth forum in Argentina, as part of the G20.
3. Shaping the Work-Integrated Learning (WIL) policy and drafting of definitions of labour legislation with respect to employment of interns and apprentices.

## EVENTS

Partnering with Young Africa Namibia, GAN Namibia will offer a 3-day course in October and November 2018 on soft skills for its members' apprentices. Sponsored by The Konrad-Adenauer-Stiftung (KAS), apprentices will have the opportunity to enrich their knowledge in the areas of effective communication, problem solving, decision making, financial literacy and leadership.

## BEST PRACTICES

GAN Namibia member Ongava Game Reserve

enrolled their second intake of 13 Chef Apprentices at the Silver Spoon Hospitality Academy in Windhoek.



“As a GAN Youth Ambassador and as a voice from GAN Namibia, I see how young people are shaping the world now. By offering youth work WRP, we are investing in skills for both today and the future.”

**Bellaro Mupurua**, GAN Youth Ambassador Namibia

So far I've met some incredible young people from all over the world like @saphtoria who are working hard to make an impact in their corner of the world and it's inspiring to meet these dedicated #youth! #Y20Argentina #ShakingThePresent #GAN4Youth #GANNamibia #WeAreTheChange

Interns at @NEF\_Namibia and @NUST\_Namibia sharing their testimonials at the #GANNamibia launch

## TOOLKITS

[Toolkit for Employers: Work Readiness Programmes for Youth GAN Survey Report](#) to assess challenges for employers in implementing apprenticeship programmes in Namibia



“This initiative will go a long way in addressing youth unemployment and provide the skills needed by industry, [this network] I understand is the third to be launched in Africa. [...] this is not a quick fix or a panacea to youth unemployment and skills development, therefore it is a long term investment and requires commitment and patience.”

**Hon. Erkki Nghimtina**, Minister of Labour, Industrial Relations and Employment Creation, Namibia

Hosted by the [Namibian Employers' Federation \(NEF\)](#)

# GAN SRI LANKA

Launched in June **2018**

**21.9%** youth unemployment rate

**15** members

## FOCUS AREAS

1. To provide a window for young people into the real world of work through apprenticeship programmes offered by the EFC's member companies. These include leading corporates in the country as well as multinational companies.
2. To address the challenges of talent emigration and encourage retention.
3. To change the mindset around apprenticeships.
4. To create opportunities for the youth who drop out from schools, particularly targeting those who live in the rural areas.
5. To increase the female labour force participation.
6. TVET, mentoring and career guidance by partnering with education institutions, particularly business schools.

## MULTI-STAKEHOLDER DIALOGUE

GAN Sri Lanka will continue to participate and work on:

- **PicWork campaign** that is an initiative of the network that provides aspiring students/undergraduates a short orientation of private sector employment opportunities.
- **National Vocation Qualification system (NVQ)** certifies an individual's skills and is nationally recognized certificate that confirms that an individual possesses skills up to the respective NVQ level in that occupation.

## EVENTS

On **5 June 2018**, at the GAN Networks Annual Meeting during the International Labour Conference (ILC), Director General/CEO at EFC, Kanishka Weerasinghe, officially signed on to host the upcoming GAN Sri Lanka.



**“ It is incumbent upon all employers to provide opportunities and harness the skills of the country. We cannot afford to leave out anyone.”**

**Kanishka Weerasinghe**, Director General of the Employers' Federation of Ceylon (EFC).

Hosted by the [Employers' Federation of Ceylon \(EFC\)](#)

The Employers Federation of [#Ceylon](#) and the [@GAN4youth](#) join their forces to tackle [#youth](#) unemployment in [#SriLanka](#) through the Employers Network of Youth Initiative  
[http://www.ft.lk/hr/EFC-s-Youth-Network-on-Employment-joins-Global-Apprenticeship-Network/47-659238 ...](http://www.ft.lk/hr/EFC-s-Youth-Network-on-Employment-joins-Global-Apprenticeship-Network/47-659238...)

# GAN TANZANIA

Launched in May **2017**

**5.8%** youth unemployment rate

**33** members

## FOCUS AREAS

1. To raise awareness and understanding of apprenticeships in Tanzania.
2. To facilitate knowledge and sharing of apprenticeship experiences and practices.
3. To contribute to the improvement of apprenticeship regulatory framework in reducing the gap between knowledge generated in the educational system and the skills demanded by employers.

## MULTI-STAKEHOLDER DIALOGUE

GAN Tanzania's hosting organization, ATE, received a certificate from the Prime Minister's Office-Labour, Youth, Employment and Persons with Disability, in recognition of its support in the implementation of the Apprenticeship Programme.

## EVENTS

**12-16 October, 2017**

GAN Youth Ambassador from GAN Tanzania attended the International Youth Forum on TVET at the WorldSkills Conference in Abu Dhabi. She participated in the drafting of a youth declaration, representing the collective voice of the youth.

**3-5 September, 2018**

GAN Tanzania participated in a workshop on lobby, advocacy and policy influence of employers' organizations to improve the business environment. Together with representatives from other countries, they were trained to improve the capacity to develop and produce long term business agenda's with an overview of the main issues in the business environment and inclusive business proposals for improvement.

GAN has assisted GAN Tanzania in reaching out to GIZ and other donors.

## OBJECTIVES

GAN Tanzania will be soon translating the existing toolkits into Swahili, so they can be more widely disseminated locally.



“ This network will strengthen the government's initiatives to help majority of the youth to undergo various training and easily access the labour markets. ”

**Hon. Anthony Mavunde**, Deputy Minister in the Prime Minister's Office-Labour, Youth, Employment, and People with Disabilities

Joint review meeting on certified [#Apprenticeship](#) in Hotels Operations organized by [@ILO\\_EASTAFRICA](#) happening now in Arusha & meeting will be for 2 Days(26th & 27th March 2018) @ [G1Comoro @awilokal](#)

Today we had visitors from WFP [@WFP\\_Tanzania](#) they just wanted to know more about [@GanTanzania](#) & [@ATElive](#) because they are in a process to establish their own Internship program under [@WFP\\_Tanzania](#) thanks for coming and looking forward working with you [@WFP\\_Tanzania](#) [#Skills](#)

## TOOLKITS



[Code of Conduct for Employers: Work Readiness Programmes for Youth](#)



[Toolkit for Employers: Work Readiness Programmes for Youth](#)

Hosted by the [Association of Tanzania Employers \(ATE\)](#)

# GAN BELGIUM

Take out your phone and tweet



#WeAreTheChange

Launched in June **2018**

**19.3%** youth unemployment rate

**19** members

# GAN SPAIN

Launched in June **2015**

**38.6%** youth unemployment rate

## EVENTS

1. Held a survey during first internal meetings of members and identified possible areas of work.
2. **5 September 2018**- Board Meeting: GAN Board members met and decided on focus areas and GAN Belgium structure.
3. Developed a work plan and this is considered best practice for others to use.

## FOCUS AREAS

1. Facilitate dialogue between stakeholders in the labour market, educational institutions and government.
2. Strive to improve image and mindset towards work-based learning.
3. Influence and accelerate the development of the legal framework to improve social & fiscal regulations.
4. Proactively facilitate the development of work-readiness programmes in all regions.

## MULTI-STAKEHOLDER DIALOGUE

His Majesty, The King of Belgium, has been engaged and actively participated in the launch of GAN Belgium.

## BEST PRACTICES

A [video](#) on the launch of GAN Belgium

Today is a historic day. [@NicoReeskens](#) [@AdeccoGroupBE](#) explaining the GAN Belgium objectives [@radio1be](#) [#GANBELaunch](#) [#jobs4youth](#)

Inauguration de [@GANBelgium](#), une coalition de plusieurs grandes entreprises et PME belges et organisations patronales qui œuvrent pour l'intégration de la formation en alternance dans le parcours des jeunes

Hosted by [The Adecco Group Belgium](#)

## FOCUS AREAS

1. Smooth the school-to-work transition
2. Reduce youth unemployment rate by helping youth acquire digital skills

## MULTI-STAKEHOLDER DIALOGUE

**23 May 2018** - GAN Spain was recently revitalized with GAN Global Board Member, Fundación Telefónica taking on the helm of the network. Although the network was initially launched in 2015, as a turning point, the foundation wanted to take on the network, as in Spain, most training programs are conducted through the company's foundation. Therefore, Fundación Telefónica invited all GAN Spain stakeholders to announce this engagement and shared best practices from members Telefónica, The Adecco Group, Microsoft, Accenture, Fundación Bertelsmann, Hilton, and Randstad. As a step towards inclusiveness, this event was translated in sign language:

<https://espacio.fundaciontelefonica.com/evento/encuentro-gan-habilidades-digitales-para-el-empleo/>

**5 June 2018** - GAN Spain attended the GAN Network Annual Meeting, contributing to the group discussions, sharing ideas with other Spanish-speaking GAN Networks and building stronger relationships with GAN Costa Rica and the upcoming GAN Guatemala. After three years of GAN Spain's initial launch, the issues are still pertinent, and the timing is just right. Companies now know that they must take the lead on youth employability, especially focusing on digital skills, along with soft skills components. With almost 40% of youth unemployment and Spanish companies in need of both technical and soft/transversal skills, there is still a significant skills gap and GAN Spain is one solution to tackle this challenge for the 21st century.

# GAN MEXICO

Launched in November **2016**

**6.9%** youth unemployment rate

**9** members

## FOCUS AREAS

Influence public policies to motivate companies to create formal apprenticeships, to train youth and thus give them opportunities to experience the world of work.

## MULTI-STAKEHOLDER DIALOGUE

**8 December 2017** - GAN Mexico organized a meeting for its members. Accenture introduced its platform Go2Job in front of TMM, The Adecco Group and Manpower as well as to the GAN Global Project Director.

**5 June 2018** - GAN Mexico coordinator had the chance to meet with a Nestlé representative and explore areas of collaboration in Mexico.

**4 September 2018** - Alain Dehaze, CEO of The Adecco Group and Chair of GAN Global exchanged ideas on the Future of Work with the Advisor on Dual Training of COPARMEX, Juan Carlos López Villareal, and other representatives of the private sector. The purpose of the meeting was to address strategies around

trainings of youth, promotion of formal employment, and business actions towards technological change. GAN Mexico will collaborate in the coordination of the Future of Work initiative.

## TOOLKITS

An e-book on companies' best practices to serve as guidance and inspiration for SMEs is going to be launched in late 2018. The e-book shares best practices of eight champion companies of GAN Mexico.

## EVENTS

A workshop is planned late 2018 to officially launch the e-book and to have companies mentoring SMEs on the creation of work-readiness programs.

Hosted by the [Mexican Employers' Association \(COPARMEX\)](#)

# GAN TURKEY

Launched in March **2015**

**20.5%** youth unemployment rate

**37** members

## FOCUS AREAS

Focus areas for the Work Plan will be based primarily on the results of a survey to be sent shortly to all current GAN Turkey members. GAN Turkey wishes to enlarge its membership by getting SMEs on board.

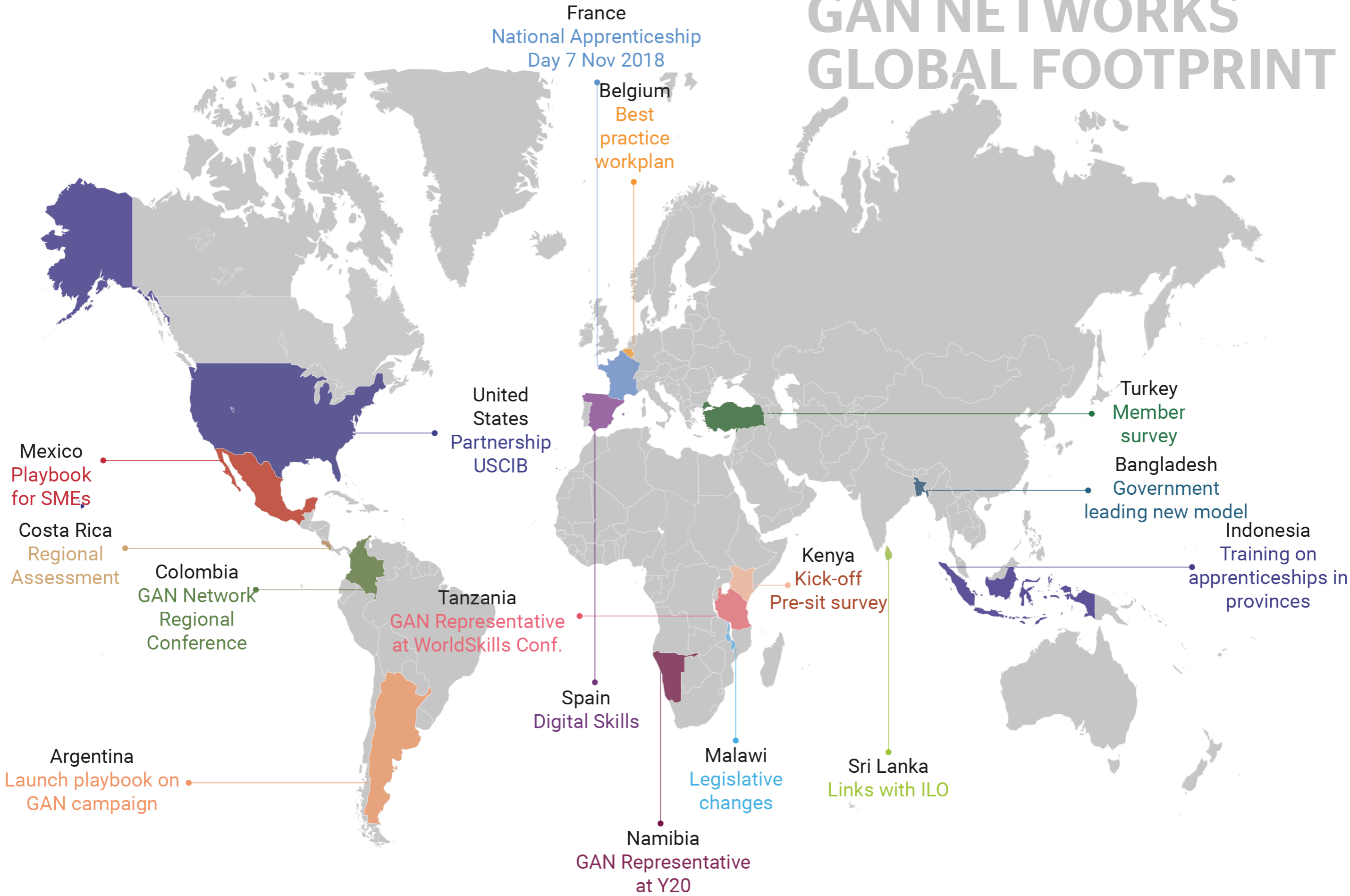
## MULTI-STAKEHOLDER DIALOGUE

Early this year (February 2018), TISK on behalf of GAN Turkey signed a protocol with İŞKUR, the Turkish Public Employment Agency, to better assist both job seekers and employers; providing job and vocational consulting services, apprenticeships and training programmes. These training activities range from market-oriented courses to on-the-job learning that result in the acquisition of specific entrepreneurial skills, and may lead to a job guarantee upon successful completion of the programme.

## EVENTS

Focus areas for the Work Plan will be based primarily on the results of a survey to be sent shortly to all current GAN Turkey members. GAN Turkey wishes to enlarge its membership by getting SMEs on board.

# GAN NETWORKS GLOBAL FOOTPRINT



**06**

**THE WAY  
FORWARD**





**In the future,  
apprenticeships will  
also be part-time and  
include returnships  
and learnerships for all  
ages and industries.**



## 20 X 20 X 20 CHALLENGE

In 2018 we launched our **20 x 20 x 20 Challenge** aiming to further impact 20 million youth through the engagement of 20 GAN Board Members and establish a global footprint in 20 countries by 2020. The reason behind this challenge is to measure and increase our impact globally. With the active participation of our members Microsoft, ABB, Zurich Insurance and soon to be member SHRM we will meet our target of commitments and opportunities for youth by 2020. We are well on our way to meeting our target on the national and local levels, thanks to the work of the National Networks, the number of which has already reached 14 with 4 future ones already in the pipeline. Our Board is currently composed of 10 members, but through the work of our members and National Networks we hope to grow and soon include new global partners that will help us reach our goals and complete the 20 x 20 x 20 Challenge.



Fig. 3. 20 X 20 X 20 Challenge

## ACKNOWLEDGEMENTS

The past five years of the GAN have been marked by impressive achievements. Together with our members and partners, we have campaigned to influence legislation around apprenticeships, challenged companies to create economic opportunities for youth and advocated to remove the stigma attached to apprenticeships. Throughout the past year, we have travelled across the globe - from Kenya to Argentina, and Davos to Aspen - shaping the debate on the need for skilling and other forms of employer-led education. The GAN has lived up to its founding objective of being a catalyst for skills and work-based learning, notably apprenticeships. Thanks to the generous support of our partners and members we have laid the groundwork and inspired companies on the massive ROI yielded from apprenticeship programmes. We highlighted the essence of skilling and reskilling within the

Future of Work context and demonstrated the urgency of addressing the skills mismatch gap in various industries. We built on this message in our engagement at high-level decision-making platforms including OECD Forum, the B20 summit in Buenos Aires and in our discussions at the Aspen Institute and the World Innovation Summit for Education (WISE). One thing that remains clear is the respect accorded to the GAN within all these discussions, a reflection of the global recognition of the GAN brand. The GAN has made enormous progress, but it will only continue as a thriving organisation if all partners and members remain engaged and commit to the cause. We would like to extend a special gratitude to all our members and partners, including the United States Department of Labor (DOL), ILO, OECD, BIAC and IOE for their support and all other supporters for their financial and in kind contributions.



As a business driven and multisector alliance, the efforts of the GAN around the world are fueled by the generosity and the commitment of our members and our partners and the stakeholders we are so privileged to work with in communities where the GAN has networks. We are grateful for the shared belief in the power of partnership to bridge the skills gap through work-readiness and work-based learning programmes including apprenticeships, leading to new opportunities for business and for youth.



# THANK YOU



The Secretariat of the GAN is located at the International Organisation of Employers (IOE) Secretariat in Geneva, Switzerland.

If you are interested in joining the GAN, please contact:  
[info@gan-global.org](mailto:info@gan-global.org)

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